



The purpose of the Downtown Strategy is to identify priorities: realistic and impactful actions to move our downtown vision forward. Below are recommended actions for 2017-2021, along with already initiated actions, that address priorities identified through an extensive public process.

Public feedback from the last online survey and Retail Forum are still being considered, and may result in additional proposals in the report. The full Downtown Strategy draft report will be available for review in December or January. The timeline for actions ultimately proposed in the report will be based on public priority, budget realities and strategic advantage

All elements of the Downtown Strategy are related. For example, transportation improvements will affect the retail and residential environment, and housing development will affect economic vibrancy and transportation needs. The Downtown Strategy recognizes these relationships.

Land Use: Walkable, urban center		
Proposed Action		Description
L.1	Develop and adopt a land use, circulation, design & environmental enhancement plan for the isthmus	Parcels on the isthmus are owned by both the public and private sector. Part of this effort would be to determine how the City-owned land should be used, and how that relates with plans of private property owners. This effort may lead to a public/private partnership, and include mixed use development and/or park space.
L.2	Upgrade/establish gateway signage at key locations (Plum Street & Union; Capitol Way & Union)	The current signage uses an old City logo and should be updated. Effort may include landscaping and art.
L.3	Initiate a discussion with regional policymakers about future social service siting needs throughout the region	While social services play a positive role in Downtown, Downtown should not be the only place in the region to site social services. Related policy elements: <ul style="list-style-type: none"> • Support regional conversation on providing full spectrum of care either in Downtown or via transit elsewhere • Work with transit partners to improve access to social services throughout the region • Identify tools to support needed service facilities in Downtown
L.4	With partners, develop actions to enhance and promote waterfront recreation activities	Waterfront partners include: City Parks, Olympia Yacht Club, Port of Olympia, State of WA, Hands on Children’s Museum, LOTT, etc. Include promotion for boating opportunities, kayaking, events, other recreation, etc.

L.5	Examine potential expansion of historic district boundary and/or designation of additional historic structures	Consider adding key historic properties into the historic district or register so they are preserved and eligible for tax credits. This will be informed by the historic architecture inventory underway in 2016.
L.6	Identify buildings and tools appropriate for adaptive reuse, and promote this package of tools	<p>Adaptive reuse occurs when a previously developed site is rehabilitated for a different purpose. Downtown's older office and industrial buildings particularly present opportunities for reuse to housing or retail/entertainment space. This proposal is for the City to:</p> <ul style="list-style-type: none"> • Identify and focus tools to incentivize adaptive reuse • Use the 2016 historic architecture inventory to help identify older character-defining buildings that won't be designated as historic landmarks, but are good candidates for adaptive reuse • Provide info to explain the purpose of requirements/fees associated with change of use • Promote these efforts as part of "a program" to encourage adaptive reuse <p>Adaptive Reuse tools could include: CDBG funds for façade grants; SEPA exemption; historic preservation tax credits; multifamily tax exemption (MFTE); expedited permitting; adopt design guidelines that encourage reuse; interest-free loans (when providing affordable housing); site assessment of contamination; etc.</p>
L.7	Establish Downtown as an urban infill exemption area for SEPA	<p>This would eliminate the need for additional environmental review under the State Environmental Policy Act (SEPA) at the project permit phase. The purpose is to reduce time, cost and risk of appeal in the permitting process. Environmental needs/impacts would alternatively be addressed upfront in the development code. Most impacts that occur in Downtown are already addressed through current regulation (i.e., critical areas, contamination, noise, construction dust, etc.) Three additional issues need to be addressed prior to establishing this exemption:</p> <ol style="list-style-type: none"> 1) Increased flood-proofing standards to address risk from sea level rise (<i>addressed</i>: updated code in Aug 2016) 2) Off-site traffic impact mitigation: (to address this, the DTS will recommend adopting a threshold (i.e., size) at which projects require a traffic study to determine any needed improvements that would then be required) 3) Cultural resources: tribes tend to use SEPA notice as their trigger to comment on projects (next step is for City staff to meet with tribal and State Department of Archaeology and Historic Preservation representatives to discuss other available opportunities to comment, e.g., at notice of application)
L.8	Apply for an EPA Brownfield Assessment Grant	<p>Prior land uses in Downtown Olympia, including major manufacturing, petroleum storage, auto repair and dry cleaning, have caused soil and groundwater contamination. Due to uncertain costs and liability associated with contamination, real or perceived contamination can hinder revitalization and environmental goals. Environmental Protection Agency (EPA) assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to contaminated soil or groundwater.</p>

L.9	<p>Promote incentives and other tools that encourage private investment</p> <p>Identify which tools support which objectives</p> <p>And consider additional tools (<i>see a specific list at end of this handout</i>)</p>	<p>A recent review of development incentives and other tools available to cities reveals Olympia already makes use of at least 16 tools (i.e., multifamily tax exemption, lower Downtown impact fees, Community Renewal Area (CRA), Grow Olympia Fund, etc. – <i>see separate tool box</i>) Many of these were recently adopted for use by the City. We’ve heard the City needs to do a better job of advertising these tools to prospective investors and developers.</p> <p>The DTS will identify which tools can support which objectives. The City may take additional steps to focus certain tools on certain objectives (e.g., adaptive reuse, market rate and affordable housing, business development, transportation and parking improvements, waterfront improvements, sea level rise response, etc.).</p>
<p style="text-align: center;">Land Use Already Initiated Actions</p>		<p>These already initiated actions will also move Downtown forward over the next 6 years.</p>
L.10	<p>Form a Sea Level Response (SLR) Plan</p>	<p>The SLR Response Plan will balance risks, uncertainty, and both private and public costs so that our community can implement a clear and orderly response to SLR. It will identify needs for protecting downtown and develop a response that can be implemented incrementally and modified as new information emerges. Planning Timeline:</p> <ul style="list-style-type: none"> 2016: Scoping, Problem Definition, Jurisdictional Coordination 2017: Plan Development including Funding Evaluation 2018: Plan adoption including Financial Structures 2019: Implementation
L.11	<p>Update sign code to address unique Downtown needs & character</p>	<p>Part of citywide sign code update underway in 2016-2017. Effort will consider how signs can enhance unique character areas the Downtown, with particular attention to the Entertainment Area and historic core.</p>
L.12	<p>Update zoning & development standards</p>	<p>Part of the DTS scope – kicks off in early 2017. Key aspects (full scope will be in DTS report):</p> <ul style="list-style-type: none"> • Align with character areas, but remain flexible • Combine Downtown related codes into one section for accessibility & ease • Simplify allowed use tables • Establish overlay for Art/Tech area to allow for uses desired there but not in other parts of Downtown • Align Urban Residential (UR) zone with SE neighborhood - allow more neighborhood serving commercial • Include appropriate standards for nonresidential storefronts, retail space compartmentalization, private open space and impact mitigation in mixed use areas • Other small changes & housekeeping

L.13	Update design guidelines (includes view protection updates, based on 2016 views analysis)	Part of the DTS scope – kicks off in early 2017. Key aspects (full scope will be in DTS report): <ul style="list-style-type: none"> • Put all Downtown design guidelines in one section • Be flexible, but focused; not onerous • Reinforce unique character areas • New mixed use and improved historic guidelines • Update requirements for nonresidential storefronts – essential locations & design to promote active streetscapes • View protection updates • Cohesive sketches, photos and diagrams • Various updates to address site planning and design, pedestrian access, amenities, open space, and building design
L.14	Inventory historic architecture in downtown	Underway in 2016. The City was awarded a Department of Archaeology & Historic Preservation grant to conduct a historical architecture survey to provide a reliable, consistent baseline of information on all buildings in a 75-block radius. This first step to identifying properties that can be considered historically significant may lead to expansion of the historic district or register properties, along with opportunities to incentivize reuse of older buildings.

Transportation: Multimodal, attractive streets

Proposed Action		Description
T.1	Explore traffic calming opportunities at intersections along 4th Ave SE	Some intersection improvements to be done in conjunction with street repaving projects (<i>see already initiated actions T.9</i>). Would include sidewalk extensions at intersections, art and other amenities, and perhaps a raised intersection - dependent on transportation analysis.
T.2	Develop a Transportation Master Plan	This citywide effort will focus on creating a complete multi-modal transportation system (bikes, pedestrians, transit, cars, freight) including a closer look at Downtown. It will incorporate DTS recommendations for longer term investment opportunities, including family-friendly bike connections especially on Legion, Washington, Thurston and Cherry.
T.3	Convene partners to coordinate next steps for improving and marketing the 'Olympia Waterfront Route' (planned trail along the waterfront)	Designated in the Regional Trails Plan, this 6.2 mile pedestrian (and in some places bicycle) route along the shoreline goes from West Bay, around portions of the Port Peninsula to East Bay and Priest Point Park. Most of the land needed to complete the trail is now in public ownership. Further coordination to enhance the seamlessness and integrity of the trail is proposed in order to fully realize this distinctive opportunity for waterfront recreation and tourism. Improvements may also relate to SLR response. <i>Note: The 2017 West Bay Park Master Plan effort will consider potential trail connection options</i>

T.4	Update streetscape design guidelines in the Engineering Design and Development Standards (EDDS) for alignment with street function and character area recommendations	Streetscape design guidelines establish the priority mobility function (i.e., walking, biking, transit, cars), the visual objective (i.e., traditional, historic, eclectic), and style of lighting, paving, furniture and landscaping in the streetscape. New guidelines will help set Downtown streets apart from other areas of the City, as well as enhance the five unique character areas within the Downtown. These guide both public and private sector investments.
T.5	Explore new and diverse funding options for future streetscape improvements and sidewalk repair and replacement	This action would focus on dedicated public funding as well as private funding opportunities (i.e., grants) for streetscape improvements. Although exploring funding options is a step for any individual street project, this all-inclusive action may also identify resources for longer-term opportunities identified in the DTS.
T.6	Complete an evening lighting audit to determine areas where more street and pedestrian lighting is needed. Share info with Downtown property owners and businesses leading to next steps for improved lighting	Effort would include streets, alleys and parking lots. <i>Note: City and partners recently upgraded alley lighting in several locations</i>
T.7	Develop an art and wayfinding plan that adds more public art and wayfinding to the streetscape in a well-coordinated fashion	Additional wayfinding is needed at Downtown entry points, to identify character areas and parking options. Aim to coordinate wayfinding with the Capitol Campus.
Transportation Already Initiated Actions		These already initiated actions will also move Downtown forward over the next 6 years.
T.8	Update the Downtown Parking Strategy - determine path forward for more convenient, available parking to support local business and residential needs	Underway in 2016-2017, the parking strategy will: <ul style="list-style-type: none"> • Be coordinated with the DTS and anticipate future needs • Evaluate projected changes in travel modes, management tools, potential for structured parking, new technologies, signage; and • Consider changes to how existing parking is managed, the amount of parking required for new development, and the residential parking program <p>Look for an online public feedback opportunity in winter 2016/17, followed by a workshop in the spring.</p>

T.9	Use upcoming street repaving projects as opportunities to improve multimodal circulation, intersections for pedestrian and bicycle safety and comfort, and enhance streetscape character	<p>A need to repave 5 street segments in the core (Franklin, Jefferson, Legion, Washington and Capitol) presents opportunity to leverage dedicated funds to make transformational improvements to these retail oriented streets over the next 6 years. Guided by the pallet of unique character areas, this ambitious investment should make a big impact in Downtown’s retail core, attracting people and investment to the area.</p> <p>Franklin & Legion will likely be the first segments to be improved. Design work will take place in 2017, with physical improvements made in 2018. Work on Jefferson will occur 2018-2019. Proposed changes to Washington and Capitol are more and require further traffic analysis (underway), thus these streets will likely be completed toward the end of the 6-yr implementation period (2019-2021.)</p>
T.10	Street Tree Inventory	<p>An inventory of Olympia’s street trees was completed in 2016 and captured data on all trees along major arterial streets. The data collected will help develop a long-term urban forestry management strategy and also inform a master street tree plan for Downtown. Funds for the inventory were provided by the USDA Forest Service Urban and Community Forestry Program, administered through the State Dept. of Natural Resources Urban and Community Forestry Program.</p>
T.11	Develop and adopt a Street Tree Master Plan to inform future street tree and streetscape plantings	<p>This citywide effort kicks off in 2017 and will include Downtown trees. The aim is to set the stage for “the right tree in the right place” (i.e., trees that can thrive in our urban environment, enhance beauty, don’t overshadow architecture or traffic signals, won’t damage sidewalks.) The effort will be informed by a 2016 street tree inventory, and will inform the streetscape design update.</p>

Housing: Livable, mixed income neighborhoods

Proposed Action	Description
<p>H.1 Convene a broad range of community stakeholders, including social service providers, business owners, housed and homeless Downtown residents, downtown business patrons, agency/ City/County representatives, and other relevant sub-groups, to form an action plan leading to a more coordinated response to homelessness/street dependency and the impacts to Downtown</p>	<p>The public (which included both Olympians and others from around the region) identified. Addressing the concentration of homelessness and street dependency in Downtown’ as a top priority throughout the DTS public process. While there are efforts underway to coordinate regional services helping people in need, an intentional focus on Downtown Olympia and broader stakeholder coordination is needed.</p> <p>This proposal is for the City of Olympia to convene and facilitate a community dialogue, including other jurisdictions and partners. The effort would focus on Downtown Olympia, lead to specific actions and address:</p> <ul style="list-style-type: none"> • Impacts of homelessness and street dependency on Downtown • Needs of people experiencing homelessness in Downtown • How to maximize existing resources & identify additional resources that may be necessary

		<ul style="list-style-type: none"> • The publics’ understanding of homelessness & street dependency • Real and perceived safety, security and civility concerns • The economic, health, and educational aspects of social service actions • Evidence-based and data-formed best practices
H.2	Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown	<p>The DTS initiated a Downtown Housing Strategy, but further work is proposed to:</p> <ul style="list-style-type: none"> • Consider Downtown housing in the context of the whole City, • Identify affordability needs and goals through further community conversations and analysis, • Establish a monitoring program to periodically assess housing affordability production levels, inventories, and other conditions relative to City goals, • Identify best practice tools to provide for various affordability levels and adjusts the tools over time to meet needs and goals, and • Back up above efforts with public policy and longer term funding commitments
H.3	Dedicate additional resources (e.g., increase staff time) to support and coordinate with affordable housing production partners, including the private sector, County housing program, non-profits, and service providers; and other tasks associated with implementing the Downtown Housing Strategy	In order to effectively implement the above housing strategy, additional ongoing resources will be needed.
H.4	Facilitate construction of new housing by using, promoting and exploring additional incentives/tools to encourage a range of housing options for a range of incomes and lifestyles (e.g., various size apartments/studios, townhomes, live/work, collective living, etc.)	<p>More market rate housing as well as lower cost affordable options are needed in the Downtown.</p> <p>Tools include: Multifamily tax exemption; lower impact fees; SEPA exemption; brownfield assessment; incentives for adaptive reuse of existing buildings for housing purposes; public/private (CRA) partnerships that include mixed-use/residential projects; improvements to streets, walkability, and public realm; reduction of unnecessary regulatory barriers; a range of low income housing tools, etc. <i>(See separate “toolbox” for complete list).</i></p>
H.5	Inventory current affordable units and study their risk of displacement. Identify actions to encourage property owners, housing agencies and non-profit housing providers to retain current inventory of affordable units	Of the 1,645 total housing units in Downtown, 299 are considered low cost/ unsubsidized. In other words, their rents are dictated by the market, but typically lower than ‘market rate’ due to being in older or smaller condition. These units are especially at risk of being lost as affordable units because the rents could increase as the market goes up. There are no silver bullets for protecting these privately owned units from lower cost affordable, but there may be some actions the City can take to encourage it. For example, offering incentives such as low-interest loans to encourage property owners to retain housing at lower affordability levels.

H.6	Actively work with partners (i.e., higher education and artist organizations) to encourage affordable housing, studio, rehearsal, and gallery space for artists	<i>Note: Concept plans are underway by a private developer to rehab the Montgomery Ward Building on 4th into artist studios, housing and gallery space</i>
H.7	Explore options for increasing a sense of community in mixed use/residential neighborhoods	Mixed use/residential neighborhoods will be located primarily in the Core and Artisan/Tech Character Area.
H.8	Explore Downtown park needs, particularly in the southeast neighborhood area	Where the current Parks Plan focuses on downtown, the focus is on improvements to waterfront parks and the Artesian Commons. Enhancing and maintaining these existing facilities is important so that citizens and visitors can continue to enjoy the Waterfront and Entertainment areas. Meanwhile, the DTS proposes the City explore additional Downtown park needs, especially in the Southeast Neighborhood area. Needs could include new parks, or enhanced facilities or programs in existing spaces. <i>Note: Downtown will be considered as part of a citywide effort outlined in current Parks Plan to identify 10 new neighborhood park locations. Also, private open space requirements are part of the 2017 design guideline updates.</i>
Housing Already Initiated Actions		These already initiated actions will also move Downtown forward over the next 6 years.
H.9	Scope process for convening stakeholders for community conversation, role identification and action planning to address homelessness/street dependency and its impacts on Downtown	In 2016, the City hired a consultant to: <ul style="list-style-type: none"> • Collect Data about Downtown’s homeless population, issues and impacts • Review existing data, and • Create the outline for a community conversation about homelessness and its impacts with key stakeholders (see Housing action #1)
H.10	Include housing as part of Community Renewal Area (CRA) public/private partnerships for Water Street and former Griswolds site	The City has issued Requests for Proposals (RPF’s) seeking public/private partners to redevelop two blighted areas in Downtown. Both RFP’s included mixed use with housing as a component of the project. The City has selected a development team for the Water Street Redevelopment, and work is underway to identify a viable project. RFP’s for Griswolds are under review.
H.11	Foster Downtown neighborhood organization(s) through self-help activities, funding, and public services	Existing methods include Outreach to Downtown Neighborhood Association (DNA), neighborhood grant program. <i>Look into possible partnership with Eco Builders Guild for tool sharing program and other self-help efforts.</i>

Housing Also Related (from other sections)
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- Transportation/Streetscape improvement actions (*Transportation section*)
- Zoning & development code update (*Land Use section*):
 - Allow more neighborhood serving commercial in SE neighborhood area/UR zone
 - Include appropriate standards for private open space and impact mitigation in mixed use areas
- Design guideline update (*Land Use section*):
 - New guidelines for mixed use projects
 - Update guidelines for compatible infill (especially important in Southeast neighborhood area)

(Retail) Community & Economic Development:

Healthy businesses and vibrant work/play environment

Proposed Action	Description	
R.1	Aim to accommodate a full-time walking patrol (6 officers all year)	Many businesses identify this as an important element of overall clean & safe efforts; the presence of officers contributes to the sense of safety and can deter crime.
R.2	Develop a business support webpage	Make it easier for businesses to find info about licensing, allowed uses, permit info, etc.
R.3	Conduct a business retention survey with local retail business owners	Find out why Downtown businesses close as a step toward understanding how City and partners can help to support success.
R.4	Provide permit assistance to assist businesses with the process of opening & maintaining business compliance	Improve upon existing permit assistance at the front counter by developing information and materials to help small business owners.
R.5	Invite guest speakers to Downtown business groups to share information re: financial and technical resources	Although there are many business support services available in Thurston County, we find not all Downtown business owners are aware of these. Downtown business groups like the PBIA and ODA can help spread the word.
R.6	Offer workshop training on best practices for local retailers (merchandising, understanding consumer options, online vs. brick & mortar marketing, etc.)	City would work with business groups like the PBIA, ODA and Chamber to identify what types of training would be most helpful and help to sponsor the training.

R.7	Promote and provide assistance with available business and development tools <i>See also Land Use action #9</i>	Specifically, we've heard interest in assistance with: <ul style="list-style-type: none"> • Adaptive reuse of existing structures as a way to maintain existing retail spaces, which are typically less costly to lease/own than new • Financial incentives for historic buildings • Spreading the word that local banks want to lend on Downtown buildings • Low interest loans or grants for façade improvements, seismic upgrades or fire sprinkler installation
R.8	Help connect businesses (new or existing) to available properties through real estate listings, local commercial brokers and property owners	Helping businesses connect to available, appropriate and affordable business space was identified as a need during the DTS public process. Specific interest was expressed in small spaces for startups, larger spaces for expansions and co-op or condo options.
R.9	Help connect businesses looking for condo options or shared spaces with each other and available resources	Helping businesses connect to available, appropriate and affordable business space was identified as a need during the DTS public process. Specific interest was expressed in small spaces for startups, larger spaces for expansions and co-op or condo options.
R.10	Work with partners to leverage Thurston County's designation as an Innovation Partnership Zone for brewing and distilling to advance Art/Tech and Entertainment areas	In 2015, the State Department of Commerce designated Thurston County as a "Craft Brewing and Distilling Innovation Partnership Zone." Building this industry presents great tourism and employment opportunities in the region. The stated mission is to "ensure a world-class source for craft brewed beers and ciders and craft distilled spirits which are made from locally grown ingredients by independent expert producers and distributed nationally and internationally to great acclaim."
R.11	Develop a media plan to regularly communicate about Downtown improvements & use data to tell a different story about Downtown	Address perception vs. reality (e.g., provide stats that demonstrate crime is actually relatively low in Downtown.) Make sure Downtown business owners receive this data so they can share it to help change perceptions.
R.12	Work with the State on a marketing strategy to encourage state workers to come Downtown	About 6,000 employees work on the Capitol Campus. We understand many of these employees do not venture into Downtown before, during or after work – a lost opportunity. The proposal is to encourage campus workers to come Downtown and experience all it has to offer. Could include: advertising through crafted messages, flyers, posters, displays; presentations, promotions, etc.
R.13	Look into how signage along I-5 can be improved	Better signage about historic district, waterfront and other amenities to draw visitors to Downtown.
R.14	Support branding/marketing efforts in partnership with the Visitors & Convention Bureau, ODA, PBIA and others	Include representatives from major Downtown attractions in forming the marketing strategy (HOCM, LOTT Wet Center, South Sound Estuarium, Farmers Market, Capitol Campus, theaters, etc.) In addition, take this opportunity to strengthen the City's relationship with the Visitor and Convention Center (VCB) through consistent information sharing, etc.

R.15	Draw additional attractions, possibly including a full-service hotel	Downtown currently has great visitor attractions, but there is room for more. A recent Downtown market study identified "... it is important that at least one full service hotel be included [within the number of supportable new hotel rooms over the next 20 years] in order to diversify the market segmentation and reinforce Downtown as the center of the local lodging and entertainment sector."
R.16	Identify additional steps to promote art and art activities in the Art/Tech and Entertainment areas.	Effort could include pursuing legislative action to create pathway and funding to develop locally designated arts districts.
R.17	Develop a nightlife/safety plan for the Entertainment Area	Could include effort with partners to improve late night transportation options such as additional transit service, taxi stands or shuttle service to satellite parking facilities; law enforcement focus; lighting; expanding clean team & Ambassadors, etc.
R.18	Consider expanding the Parking & Business Improvement Area (PBIA) Boundary	The designated Parking & Business Improvement Area (PBIA) assesses a fee on business owners that is used to improve the business and parking environment within the designated boundary. The PBIA Board is interested in exploring whether potential changes to the boundary would benefit Downtown.
Retail Already Initiated Actions		These already initiated actions will also move Downtown forward over the next 6 years.
R.19	Maintain City-driven Economic Development Program (Economic Development Director & Downtown Liaison)	<p>Ongoing program includes:</p> <ul style="list-style-type: none"> • Work with EDC and other partners to implement steps outlined in the Thurston Regional Economic Development Plan • Develop strong public/private partnerships so that investment is captured and stewarded to support Downtown businesses (i.e., InterCity Transit, CRA, parking solutions.) • Support Community Renewal Area (CRA) plan for Downtown • Complete public/private partnerships to redevelop Waterstreet area and former Griswold property • Regular coordination with headquarter employers to actively support business & employee retention (i.e., Heritage Bank, Olympia Federal, Image Source, Mud Bay, WA Business Bank, WSECU and WA State, etc.) • Identifying businesses within the region that are looking to expand or open a storefront • Market Downtown to a variety of employers that may include the technology, finance, professional services, non-profit sectors • Partnering with EDC in regional tech sector group to support employee recruitment & tech/innovation culture • Partnering with the Thurston County Chamber and PAC Mtn. Workforce Development Council to connect employers to workforce talent • Coordinate efforts with ODA to identify and address business retention red flags

R.20	Ongoing support of City Downtown Liaison position	City staff dedicated to staying in communication with Downtown businesses, supporting the PBIA and carrying out a variety of key projects to advance the prosperity of Downtown.
R.21	Provide support to carry out the PBIA's 5-year Strategic Plan	Numerous actions are listed in their plan.
R.22	Ongoing Clean & Safe efforts in partnership with ODA & PBIA	Includes Downtown Ambassadors, Clean Team, flower baskets, etc.
R.23	Locate public restrooms Downtown	Part of clean & safe efforts, this helps to reduce impacts to businesses and human waste in public spaces. In Fall 2016, the City Council voted to move forward with siting a 24-hour permanent restroom at the Artesian Commons. 24-hour porta-potties will be located at three other locations in the Downtown.
R.24	Funding the Grow Olympia Fund (helps existing businesses grow) and contributing funds for the regional Tune-Up Program (helps stabilize existing businesses)	The City uses eligible Community Development Block Grant (CDBG) funds to support these programs. The first business to use the Grow Olympia Fund was Oly Roasters, who received a low interest loan to expand their storefront on 4 th Ave. The Tune-Up Program recently received 17 applications from small, local businesses.
R.25	Artesian Commons programming, Park Rangers and Artesian Leadership Committee and Action Teams	The City has partnered with many local businesses and non-profits to bring positive, daily programming and events to the space. Improvements to the site are ongoing, with the ultimate goal of creating a space that is safe and welcoming for all. The recent addition of Park Rangers provides more oversight and has helped reduce complaints about behaviors that make people feel unsafe.
R.26	Assess outcome of shared trash compactor pilot, and continue the program if it is successful	This program reduces the number of garbage cans in the alleys and frequency of garbage truck trips by providing a trash compactor for multiple businesses to share. The first pilot went in near Big Whiskey Saloon earlier in 2016. The City is working closely with businesses to assess and deploy this program.
R.27	Scope process for convening stakeholders for community conversation, role identification and action planning to address homelessness/street dependency and its impacts on Downtown	In 2016, the City hired a consultant to: <ul style="list-style-type: none"> • Collect Data about Downtown's homeless population, issues and impacts • Review existing data, and • Create the outline for a community conversation about homelessness and its impacts with key stakeholders (see Housing action #1)
R.28	Continue to support events by providing logistical support for events	Examples include Arts Walk, Procession of the Species, Lakefair, etc. City could also consider alternating locations for Arts Walk so that different businesses can partake.
R.29	Implement the Music Out Load Program	A program of musical performances occurring in locations where pivotal past musicians are honored on sidewalk mosaics (creating the mosaics is part of the effort.)

- Housing actions (*Housing section*) – especially:
 - Convene stakeholders to address homelessness/street dependency and its impacts Downtown
 - Actions that set stage for a full-service neighborhood with a range of housing options
- Transportation/Streetscape improvement actions (*Transportation section*) – especially:
 - Parking strategy
 - Major infrastructure investment in the retail core
 - Improving and promoting the Waterfront Route for tourism
- Zoning & development code update (*Land Use section*):
 - Allow more neighborhood serving commercial in SE neighborhood area/UR zone
 - Include appropriate standards for nonresidential storefronts, retail space compartmentalization, and impact mitigation in mixed use areas
- Design guideline update (*Land Use section*):
 - Update requirements for nonresidential storefronts – essential locations & design to promote active streetscapes
- Promote and explore additional development tools (*Land Use section*)

Additional Tools to be Considered		Description <i>(Note: This list does not include the 16 tools already used by the City. See separate "toolbox" for more information)</i>
1	Apply for other federal, state funds to assist with assessment or clean-up of site contamination	Competitive federal and state funds are available for projects that meet a public purpose. The City has been awarded clean up funds for past projects (i.e., City Hall, HOCCM, etc.). Public/private partnerships through the City's Community Renewal Area (CRA) program will likely provide future opportunities.
2	Explore how City-owned properties could be redeveloped through public/private partnerships to meet goals	For example, consider surface parking lots, the old fire station & library. Some specific areas of interest to the community include a new YMCA/community pool, affordable housing, structured parking and a larger, more tech savvy library. Examples: In 2015, the City sold a surface parking lot on State Ave to the Low Income Housing Institute for \$1 to advance affordable housing for homeless veterans, youth and disabled citizens. As part of the City's CRA program, potential public/private partnerships are currently underway to redevelop two areas for mixed use (near Water Street, 4 th & 5 th and the former Griswolds site on 4 th Ave.)
3	Program to offer façade improvement grants or loans	Could use Community Development Block Grant (CDBG) funds. Might be accompanied by technical assistance.
4	Establish a Local Improvement District (LID)	Assessment of property owners for the costs of a public improvement (i.e., for public parking, transportation facilities, utility infrastructure or public facilities). LID could potentially be a good tool for Percival Landing rehabilitation and sea level rise response.
5	Apply for Community Economic Revitalization Board (CERB) funds	Competitive funding offered by the State to fund infrastructure associated with job creation.
6	Extend lower Downtown impact fees to additional uses in the Downtown	For example, multifamily uses currently have lower impact fees in the Downtown compared to other areas of the City, but pharmacies don't (or at least it's not clear that they do, hence a step to explore further).
7	Defer utility hook-up fees until time of Certificate of Occupancy (rather than time of permit)	The City already offers this deferral for impact fees. Deferrals can help cut permit costs because it reduces interest paid by developers on large construction loans.
8	Grants or loans for structural assessment and fire sprinklers for older buildings	Helps with adaptive reuse of older buildings that require life safety upgrades (i.e., under building code to address fire, earthquake safety.)
9	Additional low income housing tools	<i>See separate 'tool box' document</i>